Database Driven Direct Marketing Continuous Improvement Project

August 16, 1995

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Source: https://www.industrydocuments.ucsf.edu/docs/mkdy0004

Database Driven Direct Marketing

Continuous Improvement Project

- Cross functional task force established April 1995
- Charter: to review, continuously improve the DDDM process
- Sponsored by Bob Mikulay

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Task Force Members

Tom Claggett (LBCo. DB)
Kathy Linehan (LBCo. DB)
Doug Porter (LBCo. CS)
Suzanne LeVan (BM)
Minda Maggio (BM)
Jimmy Vander Putten (DM)
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Bill Bittner (DM)
Jim Royall (IS)
Helen Halewski (OMD)

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Where we were

. piece of the process
. partial functional solutions
. individuals with vested interests

DDDM
Task Force

Where we are

. understand total process
. integrated consensus solutions
. a team with *a* vested interest

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Today

- Overall Purpose: Educational
- Review DDDM: Definitions, Process
- Review 5 Opportunity Areas
    - Process Improvements for Each Area: Immediate, Longer Term
- Opportunity for Comments & Questions

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Definitions

Direct Marketing:

Any kind of marketing that is communicated to an identifiable individual and/or marketing that is intended to elicit a specific response from that individual.

Database Driven Direct Marketing:

Any kind of marketing which is driven by specific information on individual that is resident on a database and is intended to elicit a specific response from that individual. Further, this communication has the intent of capturing and tracking additional information so as to enhance the relationship effort with this person.

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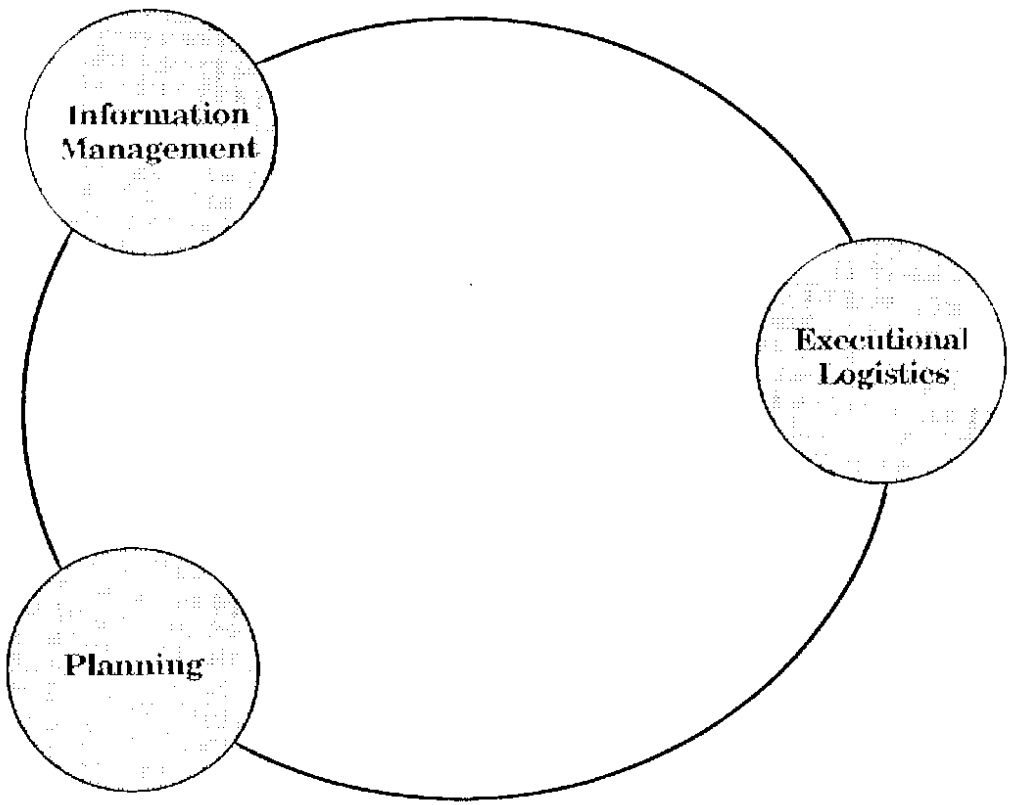
DDDM - The Process



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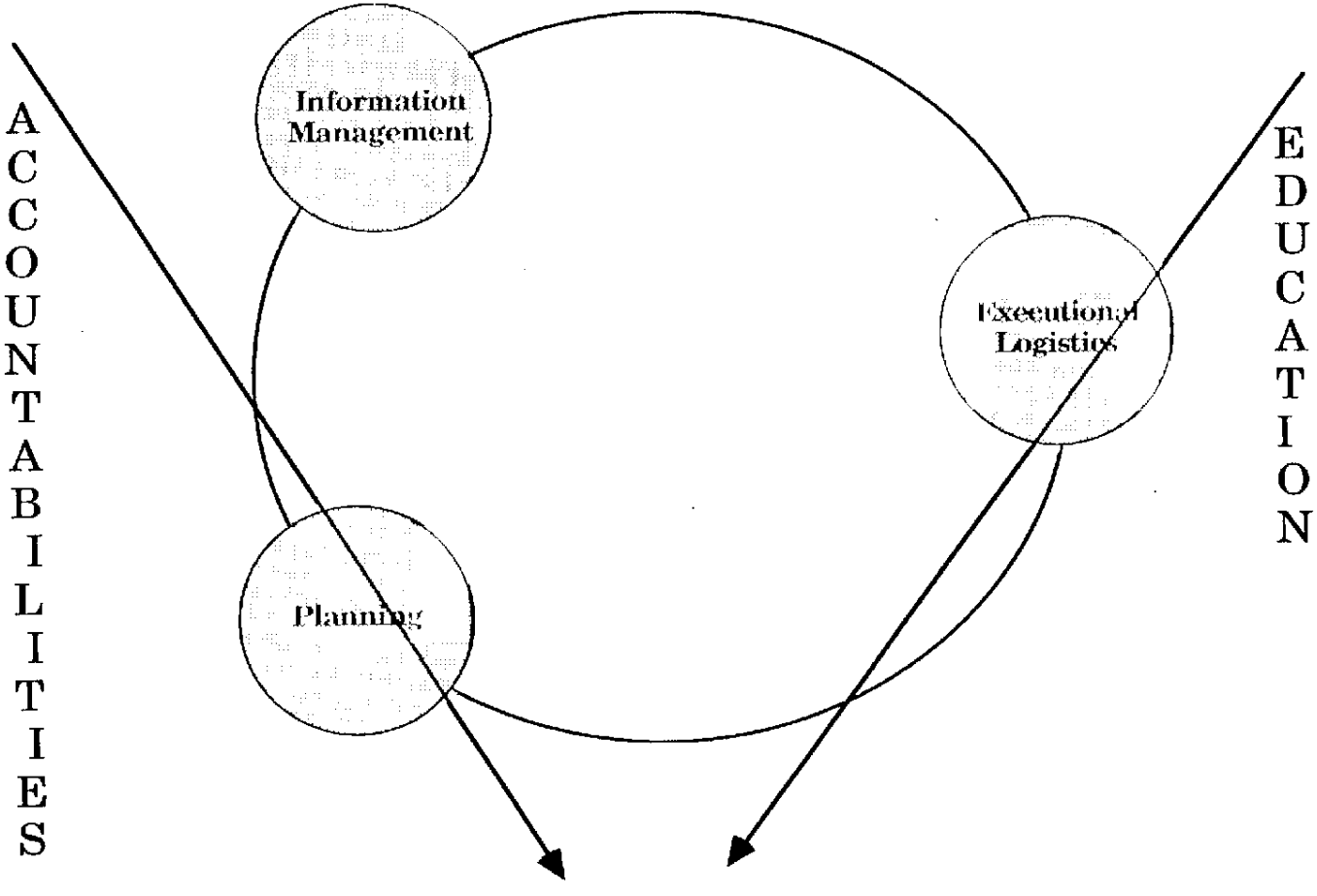

PM WORLD CLASS DDDM

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Planning

The beauty of not planning is that failure comes as a complete surprise and is not preceded by a stressful period of worry and depression.

Opportunity: Plan database driven direct marketing efforts to identify the processes through which we will achieve our goals (and avoid depression).

Recommendations:

. Collect and publish program learnings
. Conduct annual and program planning sessions
. Complete a Project Brief for use during each planning session

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Planning: Recommendation #1

Collect and publish specific program by program results and learnings.

- All direct programs have some intended learnings
- Learning strategies and tactics must
  - reflect overall brand strategies
  - track to each other
  - be valid
  - have significant roll out implications
- Results must be shared: final results presentations must be planned, committed to, and executed as part of the brief
- Everybody must commit to change based on valid learnings

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Planning: Recommendation #2

Conduct formal annual and program by program planning sessions.

- The planning team must include representation from Brand, Marketing Services, LBCo. and other involved agencies, and Purchasing, in close consultation with IS, Finance, and Legal
- The direct plan must be:
  - a key component of the Annual Marketing Plan
  - formally revisited by team and Senior Brand Management semiannually
  - driven by benefits of previous efforts and reflective of current Brand strategies

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Planning: Recommendation #3

Program planning sessions must produce a **Project Brief.**

Including:

- Specific program ***objectives***
- Audience selection
- Creative considerations
- Roles & responsibilities
- Budget
- Timing
- Next Steps

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Executional Logistics

Opportunity: Maximize the efficiency of our programs by doing the right thing at the right time with the right people to get a program out the door.

Recommendations:

. Optimize audience selection processes
. Incorporate a pre-production checklist
. Code and describe data in a consistent manner on the database

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Executional Logistics: Recommendation #1

Optimize the processes that support audience selection through clear communications and logistical consistency in processes and procedures.

- Ensure that historical brand campaign, program, and response information are accessible to the team for the evaluation of direct mail audience selections
- Agree on appropriate audience selection & segmentation methods and offer versions
- Formalize a review of the planned audience with the team at specified stages as audience selection criteria are refined

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Executional Logistics: Recommendation #2

Use a **Pre-Production Checklist**, to:

- Review all aspects of a direct mail program and ensure a flawless execution
- The Pre-Production Checklist should include
  - refined audience selection
  - creative review
  - roles & responsibilities
  - budget/timing
  - next steps

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Executional Logistics: Recommendation #3

Code and describe data in a consistent manner on the database to enable timely analytics and facilitate accurate interpretation of results.

- Develop and use a glossary of business terms and data definitions
- Clean up, standardize, and improve maintenance of the database offer table

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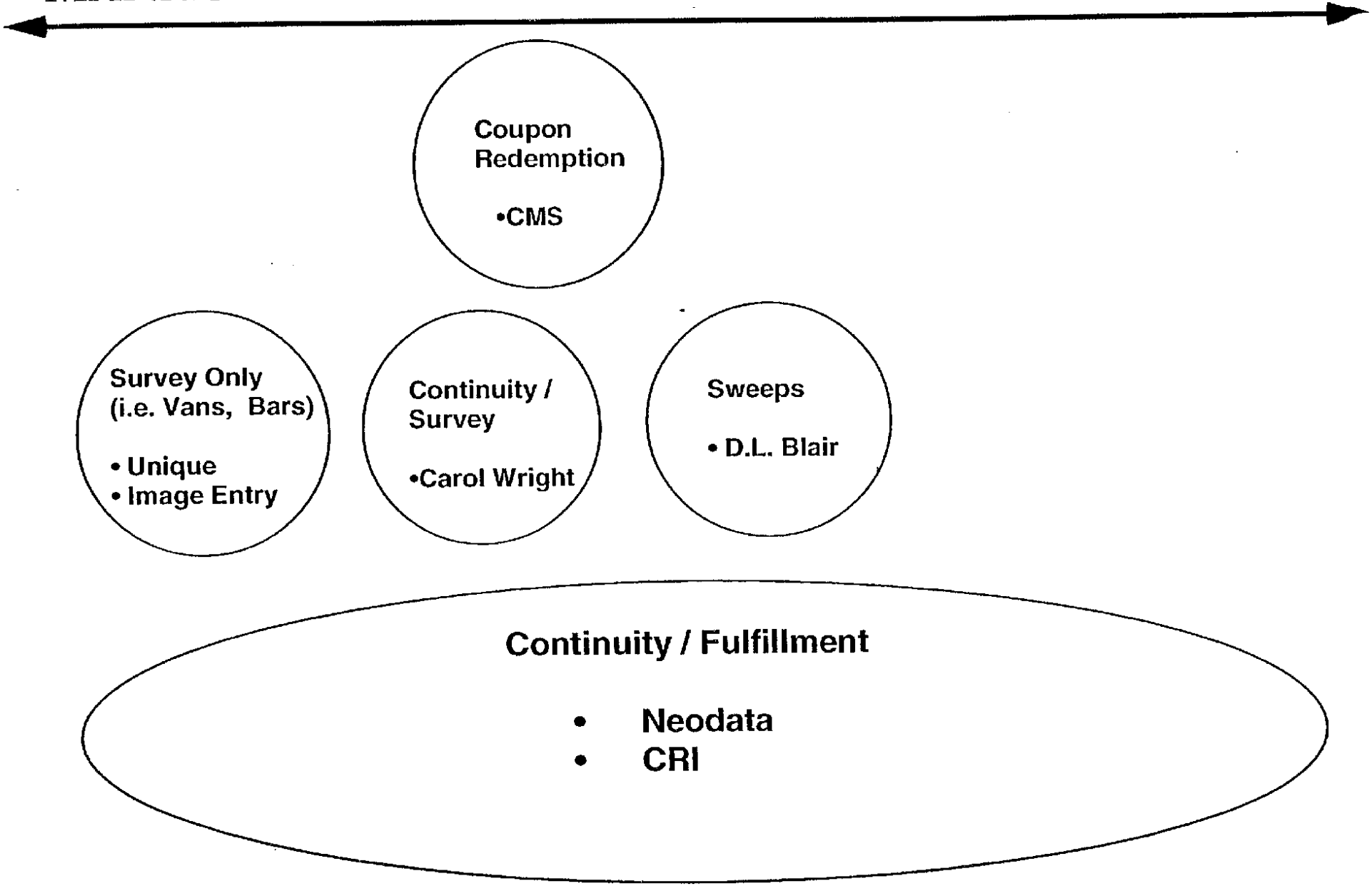
INFORMATION MANAGEMENT

FULFILLMENT



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Information Management

Opportunity: Ensure that response information, critical to the foundation of DDDM, is consistently available in a timely fashion, accurately keyed, and summarized for Brand executional excellence.

Recommendations:

. Improve supplier management
. Enhance program standard reporting
. Enhance rapid response capabilities

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Information Management: Recommendation #1

Improve supplier management by ensuring that all data entry vendors meet strict performance requirements (timeliness & accuracy).

Short-Term

- Continue to enhance the selection/retention process of data entry vendors:
  - look for ways to work more efficiently with current vendors
  - insert performance measures into vendor contracts
  - include DM and LBCo. Database in vendor selection process
- Build understanding of each group's requirements
- Reallocate LBCo. resources to address short-term issues

Long-Term

- Elevate the role of Information Management at PM USA
- Identify the optimal group(s) to oversee Information Management

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Information Management: Recommendation #2

Enhance program standard reporting to ensure that information is consistently available on the database when expected, and in a user-friendly, singular format.

- Studying the feasibility of technology improvements (systems & front-end reporting) to provide Brand with one-stop shopping for all reporting needs
  - program results
  - data management

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Information Management: Recommendation #3

Enhance rapid response capabilities.

- Formally map out process with input from DM, LBCo., Print Production, Brand, & IS
- Educate Marketing on process and current capabilities
- Incorporate rapid response requirements into annual Brand DM planning process

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DDDM: Accountabilities

Accountabilities

Opportunity: To ensure each team member involved in DDDM has a clear understanding of their role, their expected "product" and how both fit into the entire DDDM process.

Recommendations:

- Develop "How To" manual that includes process flowchart and specific responsibilities and accountabilities.
    - Individual's role/contribution
        - By department
        - By step
    - "Product" expectations
    - How it fits in global picture

Source: https://www.industrydocuments.ucsf.edu/docs/mkdy0004

Education

Opportunity: Realize a greater sense of continuous learning & process improvements in PM/Direct/ Database Marketing applications.

Recommendations:

- Evolve PM as a major direct & database marketer
- Enhance appreciation and use of database as a strategic tool
- Ensure ongoing education

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Education: Recommendation #1

Evolve PM as a major direct & database marketer.

- Infuse industry best practices
  - selectively invite outside speakers
  - selectively circulate industry clippings or salient learnings from conference attendance, including a description of relevance for PM
- Continue the DDDM effort to share learnings and to follow through on implementation

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Education: Recommendation #2

Enhance appreciation and use of database for strategic purposes.

- Incorporate catalogued learning across brands as part of individual Brand planning process
- Develop and deliver relevant & timely PM case studies to Brand Manager forums to leverage learnings across Brands

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Education: Recommendation #3

Ensure ongoing education.

- Present DDDM task force findings to Marketing
- Use task force materials as core curriculum for orientation of new players and be sure everyone is aware of existing and newly created resources
- Incorporate a database driven direct marketing module into the Brand Manager Development Center

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Summary of Recommendations

- Annual Planning Meetings
- Project Planning Meetings
  - ➢ Include program by program learnings
- Project Brief
- Pre-Production Meeting with checklist
- Supplier Management to address all needs
- Standardize reporting format
- Enhance rapid response capabilities
- "How To" Manual published (soon)
- Ongoing Direct & Database Training
  - ➢ Outside speakers
  - ➢ Experts feedback
  - ➢ Marketing training modules

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